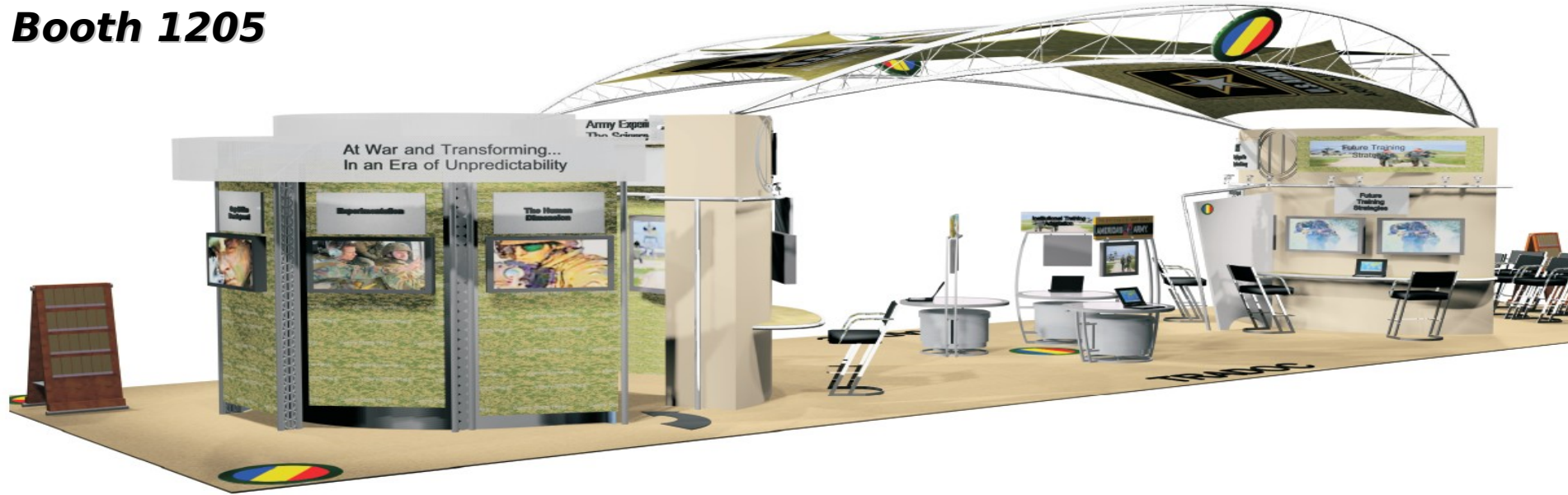


# United States Army Training & Doctrine Command

**Booth 1205**



**TRADOC**  
Training & Doctrine Command



**General William S.  
Wallace  
Commanding  
General**

**8 March 2007**



# Symposium Highlights

“At War & Transforming In An Era of Unpredictability”



## 8 March

- 0900 General Griffin, CG, AMC (“AMC Perspective”)
- 1015 AMC Panel: “Mitigating Risk and Preparing for the Future”
- 1330 The Honorable Francis J. Harvey, Secretary of the Army
- 1500 CAC Panel: “Training Innovations and Strategy”
- 1900 Dinner with Guest of Honor, GEN Brown, Commander, SOCOM

## 9 March

- 0900 ARCIC Panel: “Delivering Future Combat Systems”

**Visit Our TRADOC Display! Booth 1205**

# TRADOC Perspectives as The Architect of The Army



**TRADOC**  
Commander's Perspective



8 March 2007



# Catalysts for Change

- The Complex Environment -



## Globalization

*"Impacting National Security, Challenges of Global Environment"*

- Industrial to Information Age & Mature Globalization
- Security = Defense...and all else...



'60's - 100wpm SATCOM

'90's - 192k wpm  
Networked Computers

2010 - 1.5 Trillion wpm  
Wideband Data links

## Information Revolution

*"Information Revolution...The Death of Time & Distance"*

- Data Overloaded - Information Camouflaged

## Complexity of the Adversary

*"AQAM Extremist Ideology"*



Media/Propaganda

Sympathizers (NGO, Gov't...)

Safe Havens

Financiers

Front Companies

Human Capital

Tech Expertise/ Wpn Suppliers

Recruitment & Ed

Training Camps

## Force Changes / Technology

*"Today's Reality"*

- Trades in Technology and Force Structure (Budget)
- Implications on TTP and Doctrine



# Architect of the Army



“Driving Change and Enabling Victory ... Today and Tomorrow”

*Victory Starts Here!* TRADOC is the Architect of the Army, and “*thinks for the Army*” to meet the demands of a Nation at war while simultaneously anticipating solutions to the challenges of tomorrow.

To shape both today’s Army and the Future Combat Force, the Army’s Architect:

- **Recruits and Trains Soldiers**
- **Develops Adaptive Leaders**
- **Designs the Army’s Modular Force**
- **Maximizes Institutional Learning and Adaptation**





# Today's Recruiting Market



- About 73% of American youth are not eligible for Army service
- Propensity is the lowest it has been in over two decades
- Patriotism has steadily decreased since 2002
- College is overwhelmingly the preferred post-high school choice (for both prospects and influencers) . . . educational opportunity is a major incentive.
- Breaking through media “clutter” continues to be challenging
- Army is perceived as “ordinary” vs. other services
- GWOT continues to have a polarizing effect on the youth market



# Recruiting and Retention



SNAP-SHOT (YTD)			
FY06 Close Out		FY07 Thru Feb	
Active	USAR	Active	USAR
100.8%	99.5%	107.8%	90.1%
(+635)	(-122)	(+2055)	(-804)



## Challenges

- Expanding Army
- Improving economy
- All-Volunteer force at war (protracted campaign)
- Only 3 of 10 qualify

# Maintaining Rigor and Relevance in IET

## Urban Operations

- Imperative Soldiers learn to conduct operations in urban environments
- Urban operations conducted in BCT, OSUT and AIT
- ARNG lead for Warrior Training Course



## Convoy Operations

- Convoy Live Fire Exercise (CLFX) is mandatory training at BCTs and OSUT
- Quartermaster, Ordnance, and Transportation Corps AITs conduct CLFX
- All other AITs will conduct convoy training

## Combatives

- All Soldiers experience hands on combatives training in BCT/OSUT and AIT
- Provides the Soldier with a basis for properly executing hand-to-hand combat before arriving in first unit



# Maintaining Rigor and Relevance in IET

## AIT Advanced Rifle Marksmanship (ARM)

- Reflexive fire provides the skills required to conduct short-range marksmanship (four hours)
- Target grouping designed to give Soldiers confidence (six hours)
- Soldiers are exposed to a judgment exercise with the reflexive fire/shoot-don't shoot scenarios with EST 2000



## Engagement Skills Trainer (EST) 2000

- Multipurpose trainer using modified individual and crew served weapons
- Used for marksmanship, collective battlefield scenarios, and shoot/don't-shoot judgmental use of force training
- Replicates M16, M9, M203, M240B MG, M249 MG, M2 MG



## Weapons Immersion

- Designed to eliminate negligent discharges
- Builds Soldiers' confidence and competence with assigned weapon





# New Learning Approaches



Vision: Based on current research in adult learning theory and instructional technology, create a new learning model that supports Soldiers and Leaders who are competent to perform within a dynamic operating environment

- Design a model that supports Army Force Generation
- Systematically determine when to use face-to-face instruction and when to use distributed learning (dL)
- Utilize adult learning principles that maximize adaptive thinking
- Design instruction using Guided Experiential Learning
- Use “ . . . . . ” . . . . .





# TRADOC Reorganization

**Centers not included**

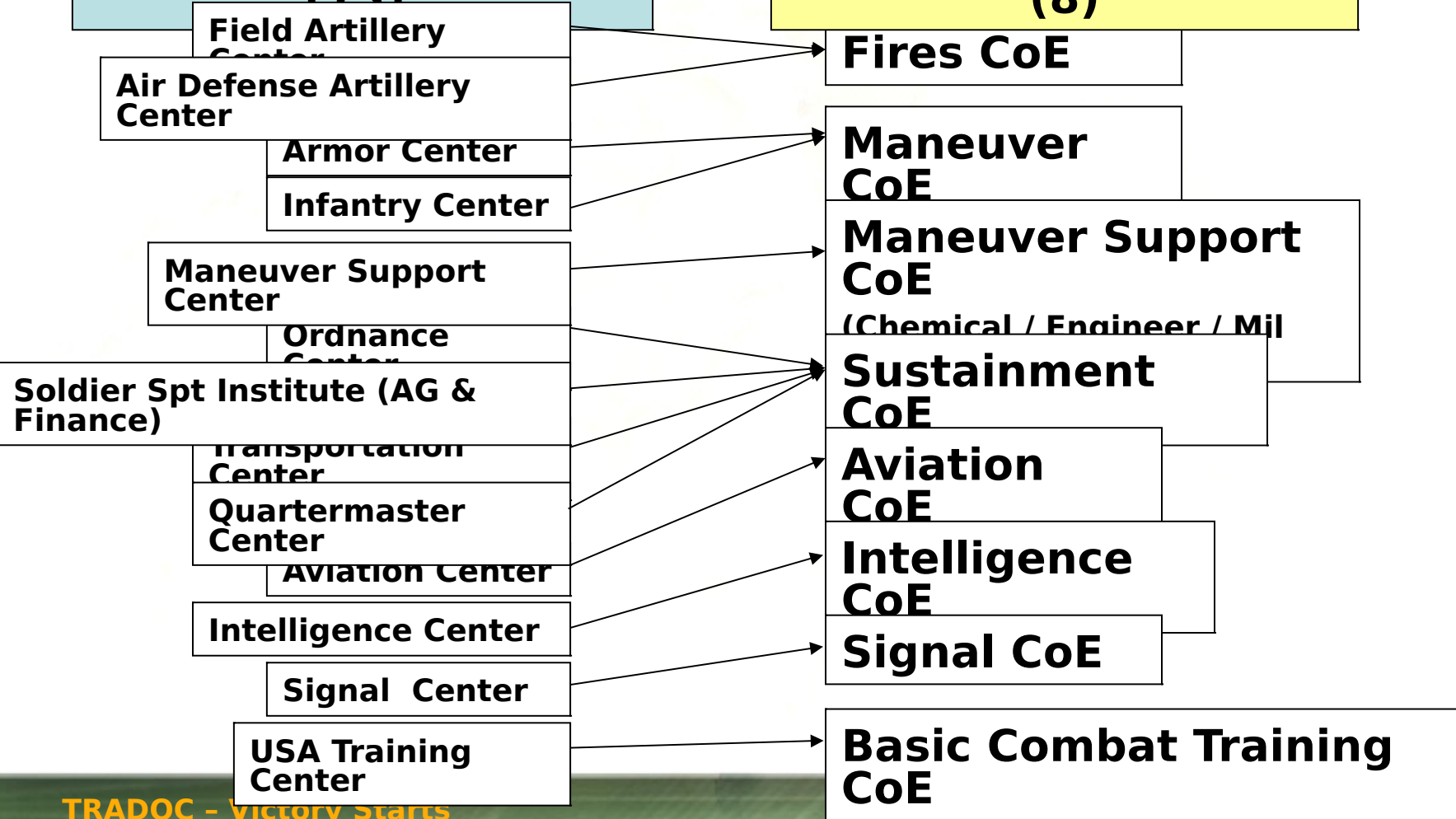
- Human Resources
- Jt Culinary Tng
- Jt Religious Tng & Ed

## Today FY 07

## Future FY 08-

**Centers and Schools  
(13)**

**Centers of Excellence  
(8)**





# Army Doctrine Hierarchy



**Joint Doctrine**  
**JP 0-2, JP 1, & JP 3-0**



**Army Capstone Doctrine**  
**FM 1 The Army**  
**FM 1-1 The Generating Force**  
**FM 3-0 Operations: Full Spectrum Ops**

**JP 3-0 Joint Ops**  
**JP 5-0 Joint Ops Planning**

**CONTINUUM OF OPERATIONS**

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**FM 3-24 Counter Insurgency Ops**  
**FM 7-0 Training the Force**

ELEMENTS OF COMBAT POWER						FULL SPECTRUM OPERATIONS			REFERENCE	
<b>WARFIGHTING FUNCTIONS</b>										

FIELD MANUAL

FIELD MANUAL

FIELD MANUAL

FIELD MANUAL

FIELD MANUAL

FIELD MANUAL

FIELD MANUAL

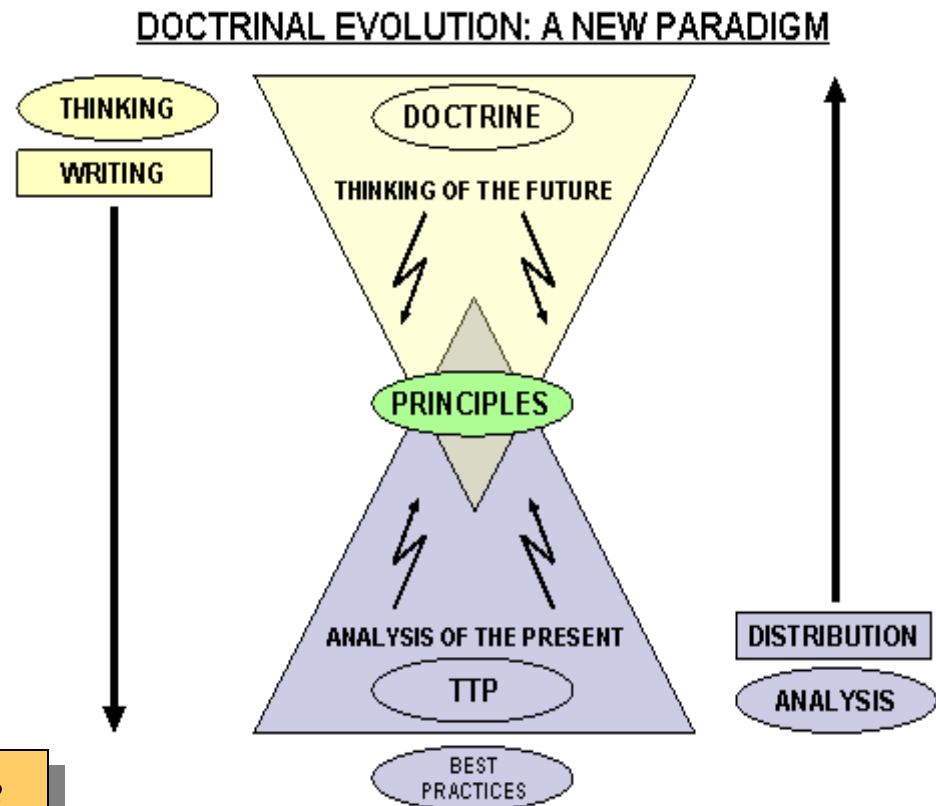
FIELD MANUAL

**SUPPORTING DOCTRINE**

# Doctrinal Evolution: A New Paradigm

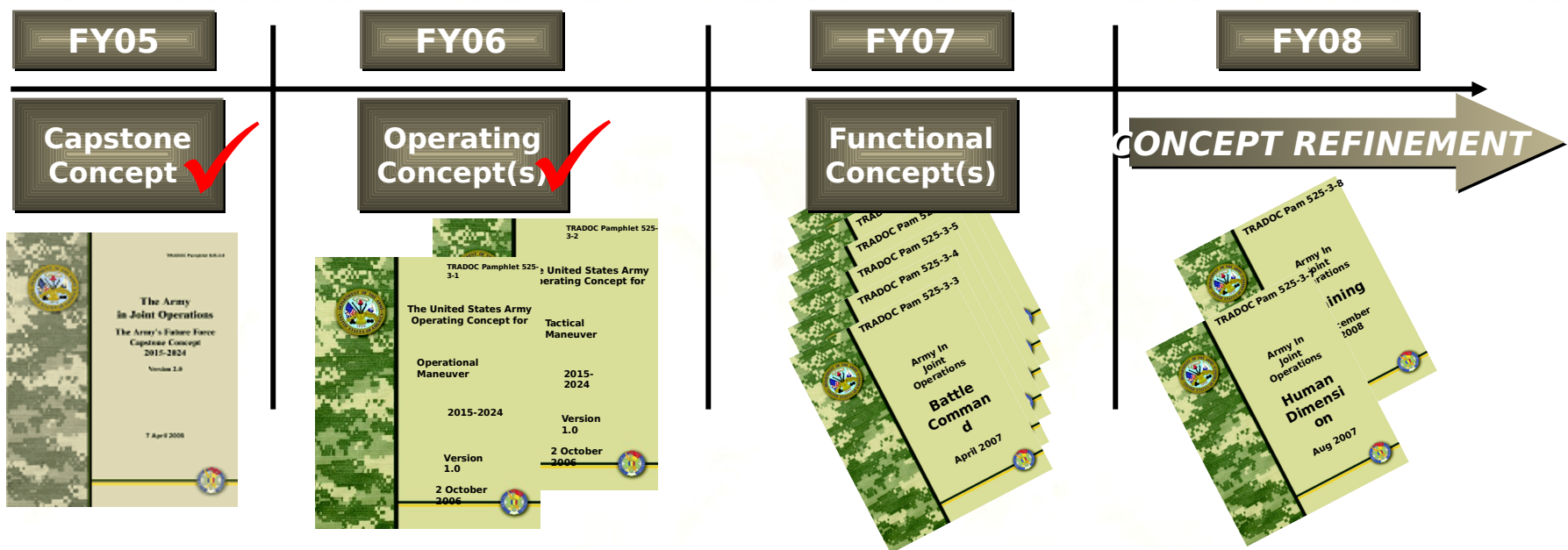
- **Developing a process to seamlessly link to the operating force providing Tactics, Techniques, and Procedures (TTP) and best practices.**
- **Shifting focus to enduring principles and techniques.**
- **Doctrine focus - overarching enduring principles, modular force operations and future combat force operations.**

*During war, the operating force drives change based on experience, events, and lessons learned in theater operations.*





# Army Concept Strategy



- Army concepts - nested and support the Capstone Concept for Joint Operations (CCJO) and the family of Joint Operations Concepts (JOpsC)
- Capstone Concept is the conceptual base for subordinate concepts, CCPs and experimentation
- Operating, and Functional Concepts are further elaborations of Capstone Concept key ideas

Wargaming and Experimentation

Capability Based Assessment (CBA)

***A comprehensive set of concepts for future capabilities development.***



# Collective Training



## National Tng Ctr



## Jt Multi-Nat'l Readiness Ctr



## Camp Atterbury, IN Jt Forces Maneuver Tng Ctr



## Fort McCoy, WI Total Force Tng Ctr



## Muscatatuck Urban Tng Ctr

Exportable Training Capability



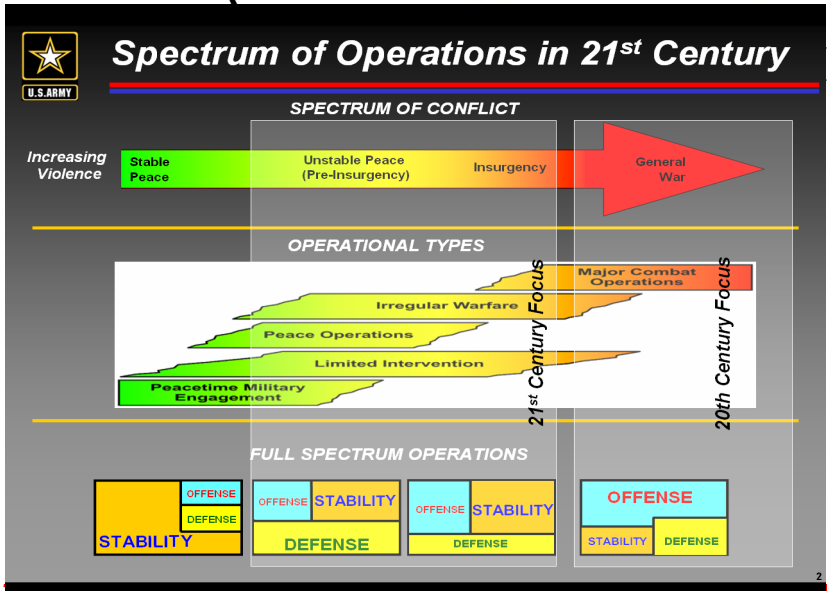
BCTP Redesign



# FCS Brigade Combat Teams: Full Spectrum Force



- **Today's Fight (Irregular Warfare)...**
  - More survivable against low tech weapons
  - Long term distributed operations with small footprint
  - Monitor vast territory with aerial and ground sensors
  - Smaller footprint (people, fuel, ammo etc.)
  - Rapid and agile maneuver force (improve closure time)
  - Unmanned air and ground sensors (can find and fix



kill with distant

## ... and Tomorrow's Fight (???)

- **Balanced mounted/dismounted capabilities**
- **Shared close in view of the battlefield (HUMINT essential)**
  - "See first/kill first" - don't be seen, acquired, hit, penetrated or killed.
  - Virtual "touch" once dismounted

**Meeting the Challenges of Today and Tomorrow's Operational Environment**



# Dominant in Complex Environments

## Compared to Today's Heavy Brigade:

- 10X More Unmanned Assets
- 6X More Sensors . . . All Networked
- 2X More Infantry Soldiers
- 3X More Reliable and Maintainable
- Next Generation Manned Ground Vehicles
  - Increased lethality and survivability
  - Chemical/Bio Hardened
  - 360 degree Active Protection



***Lighter, Faster, and Increased Mobility***



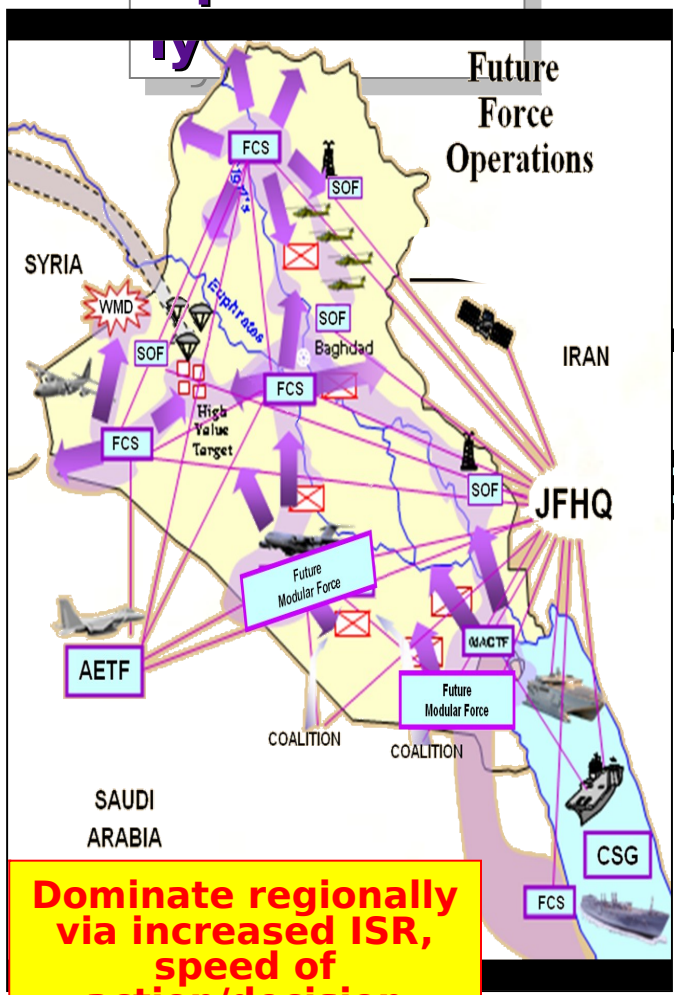
# Expeditionary Full Spectrum Capable Forces

Enable Building Persistent Security from the Bottom Up

**Tactical**

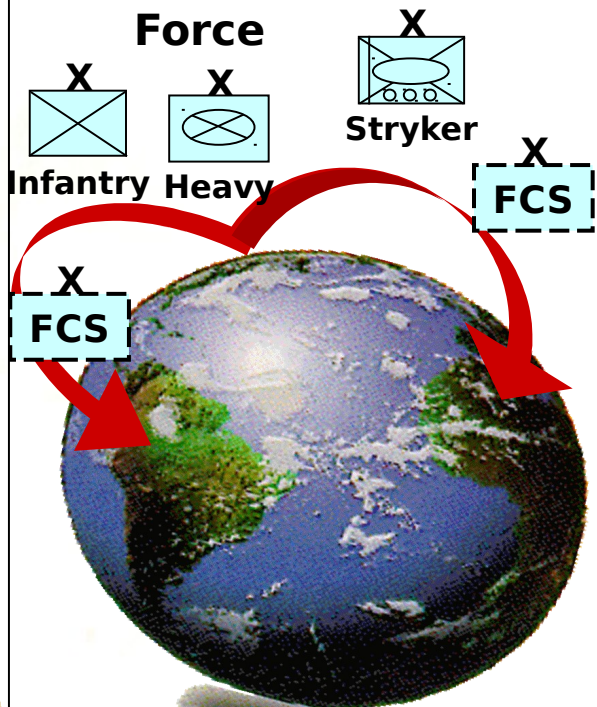


**Operational**



**Strategically**

**Future Modular Force**



**Dominate locally via sensors & boots on the ground**



**Dominate regionally via increased ISR, speed of action/decision**

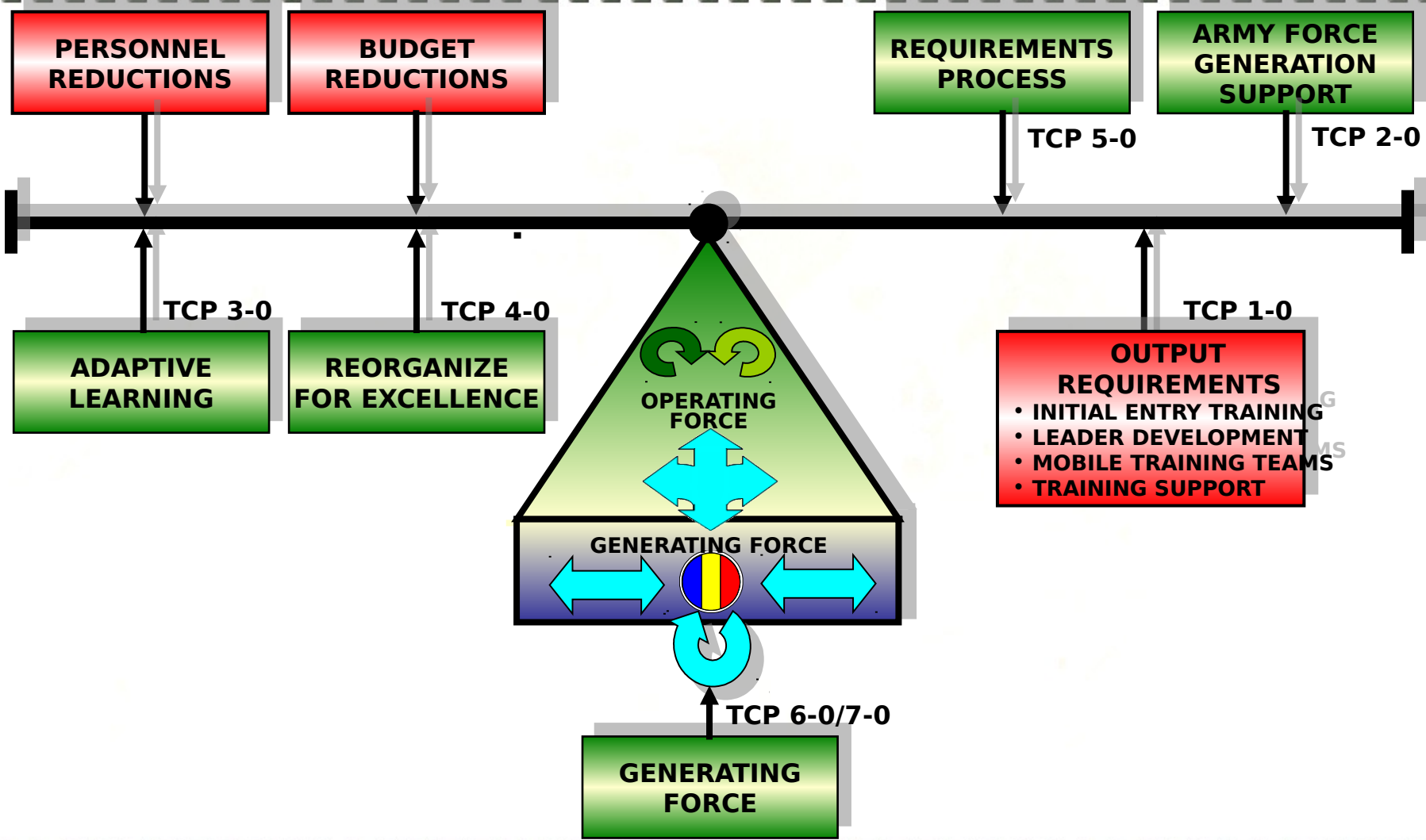
**Dominate globally via speed of deployment, fight upon arrival**

**Coordinated Effort—Security Approach Conc**

**Role Defined**



# Keeping TRADOC in Balance





# Summary



- **The U.S. Army Training and Doctrine Command:**
  - Recruits and trains the right Soldier for a campaign quality force
  - Adapts training and education to the rapidly evolving and dynamic joint operating environment
  - Establishes better linkages to the Operating Forces while simultaneously receiving constant feedback on ways to adapt
  - Leads the Army in developing a flexible requirements process that recognizes opportunities and seizes initiative to accelerate solutions
- **TRADOC will preserve our focus on Soldiers - the centerpiece of our formations... our asymmetric advantage**



# ***Question & Answer...***



***TRADOC's center of gravity is our ability to learn and adapt, as the "Architect of the Army," to support the Army's operating forces.***